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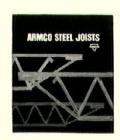
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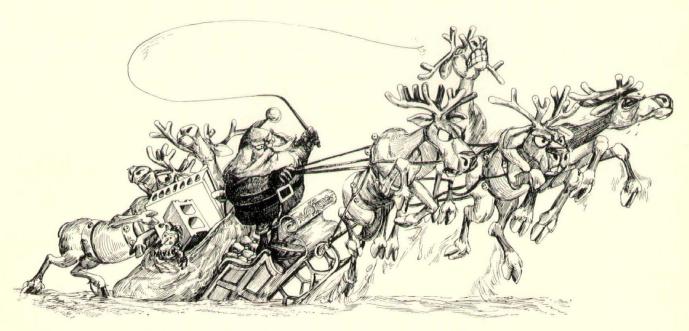
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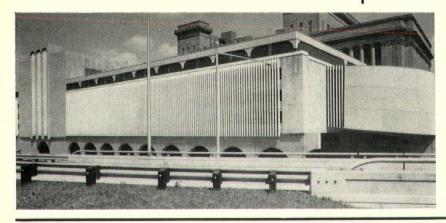
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"Systems" the process is the product

by Richard J. Diedrich, AIA

Principal in the firm of

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Architects often cook for a hobby. Cooking is good for a change because, unlike architecture, there is a definite recipe to be followed with opportunity for innovation. But most important is that the product of cooking is relatively immediate and can be tested. The test, eating the product, can be satisfying in many ways. Cooking embodies conception to completion and satisfaction in hours rather than years.

One can find a similar certainty in being an architect today. Building systems gives us the definite answers, not only to methods of construction and economy, but to methodology of design. Creating building systems is a fascinating occupation, just as architecture is, and systems is much more comfortable. Not only is the process more comfortable, but, like cooking, the satisfactions are immediate and definite. In building systems, if the building meets the performance requirements and the price is right, it's a success. The performance factors are the requirements of function or durability that the system must fulfill. They, of course, are things like temperature, humidity, lighting, and structural load levels. Even function can be reduced to a number by time-motion studies. As far as systems goes, if it is not quantifiable, it is not a performance factor. This is the crux of the difference between building systems and architecture. Some architecture may be building systems, but building systems are not architecture.

What is missing in building systems? The "reason to be" of building is the shelter of people and their possessions for various activities. Some feel that the spaces defined by these shelters affect the people occupying them. To use Winston Churchill to generalize, "We form our buildings, then our buildings form us." The effect of buildings on people is psychological, physiological, and sociological, and, in some extreme cases, is obvious enough to earn a name like claustrophobia, agoraphobia, or vertigo. There is even a romantic notion that constructed shelter can exhilarate people in one case and depress them in another. LeCorbusier said that a house should be "a machine for living" but think of what he built. His "machines" demonstrate an overriding concern for the psychological and sociological impact of space.

There are a handful of behavioral scientists in the United

States who are studying the effects of the physical environment on people, but they are not designers. The designers with a stated behavioral science avocation produce work remarkably like the good intuitive designers. In any case, it is evident that the state of the art of behavioral science is out of step (ahead or behind) with the state of the art of building system engineering and is not ready to insert human psychological, physiological, and sociological performance factors into the systems methodology.

The architectural designer and his client is left with the choice of the technical approach of building systems or the traditional intuitive approach slightly seasoned with a sprinkling of facts from the behavioral scientists. The traditional intuitive approach has fallen into disrepute for a very simple reason. Too many designers have not responded intuitively to the needs of the user. Rather, they have eclectically superimposed disfunctioning forms on the user. Not only might the user be inconvenienced and uncomfortable, but the stronger of the forms is likely to be expensive. Consequently, when given a choice of non-functioning intuitive form and non-functioning production technology form, the client chooses the latter; the price is probably better.

The building systems approach satisfies another need in American society today. The systems of checks and balances through committee structure and review boards demand facts as a basis for design decision. In basic buildings like housing and schools, it is becoming increasingly rare that the convincing architect (convincing because he believes in what he is doing) can persuade or educate the client to invest the extra required to produce interior and exterior space that warrants a positive response from its occupants. Try to take that need back to the voters or the board of directors. Our social and legal systems of protection from personal liability have also succeeded in insulating or eliminating the single decision maker. The social system as applied to architecture was brought on by the supposed violations to the trust placed in our profession before us. Architects were designing for human values that haven't been quantified, and that doesn't fit the system. The new system will be changed only by its failure to produce acceptable environment.

Means to a cheaper building can always be found. If we

only value the economical and technically sound building system, then let's not hesitate to get to a superb building system that's been around since World War II - the quonset hut. In the case of a school, there is no doubt that a child can learn in a quonset hut. There is no doubt that a teacher can teach in a quonset hut. There is considerable doubt whether a child will learn respect for the environment, natural or artificial, when the artificial environment is created with no concern or respect for the child or the natural environment. A school as now used captures and retains the student for extended periods of time. It is this element of time that is important as to environmental exposure as it affects the occupant. In other words, environmental impact on an occupant is the result of intensity of environmental stimulus (good or bad) multiplied by Time. Technically oriented building systems therefore seem appropriate where human use is transient or object oriented such as a retail sales system, museum display system, or mechanized process system.

The terminology architects use in describing building systems indicates their point of view. There are concrete systems, wood systems, metal systems, fibreglass systems. There are open systems and closed systems. There are modules and components. The formula is: "Think MACHINE." The initial articles on "systems" always began with a definition of terms. This new vocabulary, incidentally, removes the architect another step from concern for the human toward the machine.

The systems approach should be used but applied on a human basis. The formula should be: "Think PEOPLE." For instance, housing is not containers to be stacked, aligned or misaligned; housing is a family shelter system. Schools are a student learning system. One can even consider component systems as human systems. Rather than an "office building curtain wall" design a "west oriented view system." Rather than an "office building floor system" design a "white collar activity platform" and consider exactly what that activity is. Perhaps we'll get to a Sweet's Catalog categorized under human shelter needs. Images evoked by reverting to the basic human need for shelter of activity are entirely different from those formed when technology intervenes. A student learning system, for instance, does not necessarily even express a need for a building to house the learning system.

Today, when the pressure of the economy results in the building systems approach and the human element is sacrificed, the question of whether to build at all should be asked, even by the architect. The alternative to building is seeking more intensive use of existing facilities, which is irritating but perhaps less damaging to the occupants in the long run.

In elements of shelter where people are environment oriented or occupancy is extended, a human system must be created. In lieu of expecting to be handed behavioral data on which to base a human system, the architect must proceed to acquaint himself with the wealth of data available on an empirical basis. One of the values of the systems approach to architecture is the need in the process for evaluating the work after completion. It requires the architect to look at the buildings he has designed; to consider his design intentions in fulfilling human needs and observe how successful he has been. He should notice how the space is being used and talk to the users. He must be honest with himself. The older the building, the better. Everyone's happy with a new facility, even a quonset hut, that supposedly satisfies a shelter need. If one talks to and observes the occupants two years later one will get the real reaction. This knowledge must be applied. Behavioral scientists can help us categorize the needs, but the only human shelter system data bank available for many years is in the architect's head.

It concerns me to realize that in building systems, the architect can't see the space for the bolts, can't see the site for the production line, can't see the durability for the adaptability, can't see the function for the module. Human tolerance is more important than machine tolerance. If the architects abdicate their responsibility to fight for the human considerations of the constructed environment, there is no one else with a major role in the building process committed to fulfill that need. Simply: use the systems approach, use technology, but remember what building is about. It all begins with a human need. Otherwise, when the inevitable day arrives that the people react to the insensitive space around them, the Architect will be one of the problems and not the solution.

Building Systems

An Idea Whose Time Has Now Come

By Lu Albrecht

In today's curiously homogenized vocabulary, systems has been used at one time or another, to describe almost every phase of interior and exterior design and architectural procedure.

Depending upon the design discipline, the systems concept—tied firmly to technology—can constitute either an open door for the receptive mind or an implied threat to creative endeavor.

The traditional architect, accustomed to thinking of himself as a creator rather than a supplier or collator—seems most threatened by building systems.

The truth of the matter, however, is that systems in building are not only the way to go for architects, they are the only way available to insure profit for him and a financially viable product for his client.

Just as in merchandising and manufacturing at all levels, architecture is moving into the age of giants and boutiques.

The medium-size architectural firm is the one on the hot seat.

The boutique style architects — and their numbers are few—are still designing houses and public buildings for that very small percentage of clients who can afford the price tag on individualistic, custom structures.

The giant firm needs very little explanation. These are the firms that pioneered the systems approach in high-rise buildings.

Since it is a physical—and certainly creative—impossibility for the human mind to assimilate all the factors necessary to produce functional mass building, they turned to the computer.

The giants' internal use of the computer triggered the beginning of an era that finally realized architecture was an integral part of the socio-economic scene — or system. The internal systems approach utilizing the sciences has become a reality for the largest architectural firms.

Volkswagen, it is interesting to note, is an almost classic example of a boutique product manufacturer that became a giant by using the systems approach to manufacturing. Even their advertising has been geared to this concept.

It is the middle-level architect who is caught on the horns of the building systems dilemma. It is a sure-fire bet he's not going to become a larger firm unless he goes the systems way. Yet, most middle-size architectural firms are hung up on three large problems. Two of them are real. One is a fantasy.

It is almost pure fantasy to think that the non-systems approach to architecture is the creative one. Architects have always, at their most creative, been collators of materials already available. Even Charles Eames knew this when he specified his own house from Sweet's catalog. It is pure ego to think that we are designing an individual thing when we are using standard components.

Actually, if creativity is really an issue, it must be realized that costs of conventional on-site building are killing the creative process. Creativity becomes stifled by the financial factor.

What building systems will do for the middle-level architectural firm is to further extend the creative process.

The creativity and skill of the architect in using building systems will come in adapting the modulars to client needs. Then, instead of the client hiring an individual contractor, he will write out an order for the needed system—a simple time and money saving process.

One of the major drawbacks of building systems as they stand today for the medium-size architectural firm is their non-reality: their non-accessibility.

While many manufacturers are offering building systems that could change the face of architecture as we know it, they are closed-end systems that demand in-depth, on-going knowledge. This is an impossibility for most architectural firms.

We still do not have a central, computerized clearing house for systems information to which the average architect can turn for what he needs. Until a communications network can be set up that will lift architects out of some of the more archaic aspects of the profession, the medium-size architect and the American public will continue to feel the financial and building squeeze.

Still another aspect of the building systems approach that presents a very real problem, one that is being met right now by the giants, is labor.

Systems by their very nature will eliminate much of the on-site construction work done by union labor. They will also cut drastically time needed for a labor market on any one job. While this is a plus for the client and, eventually for a country starving for middle-income housing, it constitutes a real problem in management-labor relations.

However, as labor relations experts are discovering, it is not insurmountable dilemma—just a very involved one.

The solution appears to be a reassessment and retraining of man-power from on-site work to the plants of systems manufacturers. The manufacturers of building systems are going to need man-power at many levels. This could come from the labor market now being used in on-site construction.

But, all this takes time, involved training and money. At best, we are in a period of transition.

What happens in the meantime to the average size architectural firm beset by rising costs and labor difficulties?

It is the medium size architectural firm that is largely responsible for designing the American environment. It is sad to conclude that all they can hope to do at this moment is sit and wait.

Notes Toward a Definition of the Building Systems Concept

Ask five practitioners for their own definition of building systems and—wanna bet?—five diverse answers will be forthcoming.

An especially articulate architect has attempted the following definition: As a gradual solification of requirement analysis, design interpretation and methods, its root premises concern themselves with a development of a series of common denominators—be they functional, aesthetical or technical.

No, that isn't a venture in obfuscation. Perhaps a bit theoretical, but it does isolate the concept. Included with the definition is the warning that contemporary adaption of random construction components to a specific task does not constitute systems.

One finds that in order to do justice to the systems concept, a series of articles—nay, even a book—becomes necessary. In brief, the nomenclature needs clarification. Are dimensionally congenial components systems? Who determines the criteria—the government, manufacturers, allied tradesmen? What are the requirements in order to establish the parameters of the concept?

By accepting the theoretical definition, we find that architecture, itself, will undergo a significant change with the wide acceptance of the concept. Different criteria will be used to determine the role of the architect.

Large architectural offices today develop systems. But they are not handed down from the mountain on stainless steel tablets; they must be translated into workable solutions for the entire profession.

At this juncture, the manufacturer has far outstripped the profession in the development of the concept. As with most advances, the opportunity for profit served as a major catalyst.

With this also came the definition crisis. At times it seems that every manufacturer has arbitrarily slapped the word "systems" on any of their interrelated products.

What, then, can be done to codify the definition The quick answer would be to turn to various thinkers in the field and have them set the guidelines.

Agreement would be virtually impossible, the doubters say, from a group like this. The more pragmatic will allow the manufacturers to set the definition. And certain large firms, which march to a different drum, will attempt to force their

own ideas of systems on the profession.

To begin again, just what is systems? Many have "ad hoc" definitions. Now it's up to the practitioners—the ones who will work with systems—to evolve a realistic definition.

-Richard Sylvia.

Reprinted from Architecture/Midwest

Then and Now!



The Presidents — In the years from 1960 through 1970 the leadership for The Women's Architectural League has been shared by ten Presidents. Gathered in the charming gardens of Architect Stanley L. Nerdrum, to help plan this anniversary year are most of the leaders for the past decade of W.A.L. history. On the far right is the first President of W.A.L., Mrs. Robert Torkelson, 4902 Bayfield Terrace, and standing next to her is the 1970 President, Mrs. E. John Knapp, 3305 Grandview Boulevard. At the extreme left is the second President, Mrs. Stanley L. Nerdrum, who served W.A.L. at the same time her husband was President of the A.I.A. in the Western Section of

On January 18, 1960, nineteen enthusiastic women met in Madison, Wisconsin, to consider plans for organizing The Women's Architectural League, *The W.A.L.* There were already forty four Chapters including one in Hawaii. Under the guidance of Mr. and Mrs. Robert Torkelson, the potential for this group was studied. As an auxiliary to the Wisconsin Chapter of A.I.A. in the Western Section, it promised in several ways to serve the needs of Architects and Architecture. The purpose was to be found in the By-Laws of The American Institute of Architects.

"The objects of The American Institute of Architects shall be to organize and unite in fellowship the Architects of the United States of America to insure the advancement of the living standards of our people through their improved environment; and to make the profession of ever-increasing service to society."

As prospective W.A.L. members began to formulate their goals, they realized that the W.A.L. and the A.I.A. relationship was inseparable. When Mrs. Robert Torkelson was elected as the first President of the Madison W.A.L., she

Wisconsin. Seated next to her are Mrs. Nathaniel W. Sample, 905 University Bay Drive, Mrs. Joseph Weiler, 626 Gately Terrace, and Mrs. Robert Phillips, 5046 Marathon Drive. Standing next to Mrs. Phillips is Mrs. Arnold W. Kelm, 25 South Midvale Boulevard. Seated next in order are Mrs. Dick J. Stith, 534 Piper Drive, and Mrs. Paul H. Graven, 5018 Bayfield Terrace. Past Presidents of The Women's Architectural League who are not photographed include Mrs. Walker L. Patton, 4613 Deerpath Road, Middleton, and Mrs. Albert Michejda who moved to Minneapolis, Minnesota, shortly after her election.

challenged the members to serve in promoting the following objectives.

- 1. To strengthen channels of communication and fellowship between the wives of Architects in the Western Section of Wisconsin.
- 2. To strengthen channels of communication and cooperation between members of The American Institute of Architects, The A.I.A. and The W.A.L. in the Western Section of Wisconsin.
- To strengthen and serve the functions of W.A.L. as a significant Public Relations tool for Architects and Architecture everywhere.
- 4. To strengthen and arouse interest in good Architecture and the Allied Arts. This was the beginning, the time for finding the paths. In the first months of life young organizations are like young children. With faltering steps they learn how to *talk*, how to *walk*, and how to *balance* themselves. Through "trial and error" methods, and many growing pains, they come to understand what they ARE, what they WANT to be, and how they can become what they

SHOULD be! Such have been the experiences of The Women's Architectural League in the Western Section of Wisconsin. After taking a long and serious look at the reasons for its existence, W.A.L. asked how they could become something different, "not just another organization."

Present members who continue to carry responsibility for this Auxiliary to the A.I.A. pay tribute to the distinguished Architect wives who supported this early movement. In addition to charter members and officers, we note the following; Mrs. John Steinmann of Monticello, Mrs. Albert Gallistel and Mrs. Edward Tough of Madison, Mrs. Joseph Durrant of Boscobel, Mrs. Roger Kirchhoff, Mrs. Ellis J. Potter and Mrs. Richard Knothe of Madison, Mrs. Carl Schubert of La Crosse, and Mrs. James R. Law, wife of the former Mayor of Madison. The list is long, and the spirit was great!

In the second year of life, the president selected the theme, The Arts In Creative Living. This was influenced by the philosophy of Richard Hudnut's Architecture And The Spirit Of Man, which he shared with us at the State A.I.A. Convention in Madison. Our questions about whether Architecture is an art, a profession, or a service were at least partially answered by this brilliant historian. It was he who said, "When buildings are designed only to contain air conditioners and become only boxes to hold other mechanical equipment, then there will be no more Architecture!"

The next leader built her theme and program together, On Being The Wife Of An Architect was supported by the motto, Know Your League And Your League Will Know You. Later there was a period of Education About Architecture, a time of experimentation and learning. The three most stimulating, significant, and supporting areas were Public Relations, Program, and Promotions.

On-going projects had zeal and imagination. Some had social value, some were combined with A.I.A., and some were geared for work, particularly to achieve financial assistance for The Wisconsin Architects' Foundation. The immediate goal was to give Scholarships to students of Architecture who had to get their education at Schools of Architecture outside of the State of Wisconsin. The long range goal was to help promote and establish a School of Architecture in Wisconsin. For these purposes the W.A.L. in the Western Section of Wisconsin gave several thousand dollars. Now that there IS a School of Architecture at the University of Wisconsin in Milwaukee, a sizable sum has been released for work studies. A letter just received from Chancellor J. Martin Klotsche reads as follows, "We are grateful for the interest you have shown in the University of Wisconsin-Milwaukee by supporting its programs. This gift will be of great value to our students in architecture who might not otherwise be able to continue their studies."

Along with assistance to College students of architecture, W.A.L. gave substantial help to High School students. To stimulate and develop interest in architecture, W.A.L. conducted a Survey of Secondary Schools. This was supplemented by gifts of reading materials, particularly top rated architectural magazines. These educational tools have proven to be very valuable. Almost at the same time, W.H.A., the University of Wisconsin Radio and Television Stations carried important programs on The Architect and Architecture, a Public Relations and Educational effort which was worthwhile. Other meaningful visual aids included extensive use of the educational films dveloped by The American Institute of Architects. These included

Architecture, U.S.A., What Is A House?, Restoration Of Coventry, and A Child Went Forth.

In addition to the Art Fairs which W.A.L. presented in Madison, there were two exhibits in which W.A.L. collaborated with the Madison Art Association. The first was The Honor Awards Exhibit presented in the State Capitol at the time of the Wisconsin A.I.A. Chapter Convention. For the second Exhibit, A Visual Impact Of Madison, W.A.L. worked also with The League of Women Voters. The Women's Architectural League has also cooperated with other organized groups. The Exhibit at the Madison Art Center included the use of maps and photographs. In addition to the Wisconsin Architects Foundation, The Madison Art Association, and The League of Women Voters, The W.A.L. has also cooperated with The Wisconsin Arts Foundation, The Madison Arts Council, and The Roadside Council. One might question how the interests and work of Architects relates to conservation and other concerns expressed by The Roadside Council.

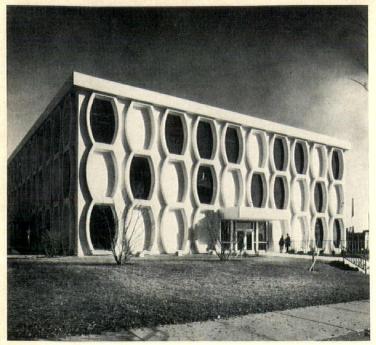
Today when we hear so much about the two E's, Ecology and Environment, we are reminded of the fact that these have always been the concerns of good Architects as stated in the By-Laws of the A.I.A. About the time that W.A.L. was starting, the movement for improved living began to gain momentum. Eminent scientists at the University of Wisconsin began to acclaim Rachel Carson's "Silent Spring." And we read in the headlines, Cause For Concern: Man Manipulates Himself In Tampering With Environment. This was not news for the Architect. Environment has always been an intrinsic quality of fine Architecture. This was a real part of the *THEN*, and it continues to be a part of the *NOW*.

The events scheduled during the ten years of growth have been diversified and directed to give meaning to W.A.L. The fun events have included Christmas, Valentine and Mardi Gras Dinner Dances, a Holiday "Kaffeeklatch" at the Y.W.C.A., Holiday Luncheons to which Students of Architecture at home on vacation were invited, entertained, and encouraged. Friendly Saturday afternoon tea parties to which the presidents of art groups, other professional auxiliaries, and women's service groups were invited were most successful in helping others to understand the W.A.L. In addition to the Art Shows which were sponsored at the Madison Art Center and the Business Men's West Side Association, there were benefit events planned for the support of The Wisconsin Architects Foundation. These included The Art Of The Church, a lecture presented at Grace Episcopal Church by Sister M. Thomasita, an honorary member of the Wisconsin Chapter of A.I.A. There was The Market Day Festival and Auction at The Middleton Sportsman Club, and a Theater Party, a "Musical Potpourri" presented at the Chanticleer Club. And there were one hundred and seventeen Patrons from Madison who supported this event.

In addition to support given to A.I.A. Conventions in Milwaukee, Lake Lawn Lodge, and Madison, W.A.L. members kept in touch with A.I.A. concerns at their National Conventions in various parts of the United States. Also, they met recently for a Reception in the Steenbock Room of the Steenbock Library with Mrs. Harry Steenbock as a special guest. Husbands and friends were invited, and there was a viewing of Frank Lloyd Wright's prints in The Rare Book Collection.

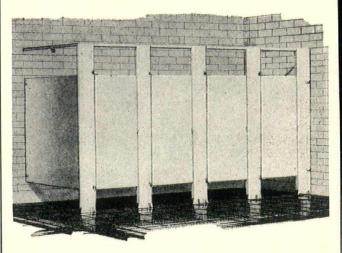
In reviewing the THEN period it is clear that W.A.L.

Continued on page 18



The Marquette University Language Building, designed by Schutte-Mochon, Inc., Architects of Milwaukee, was awarded the 1970 White Cement Architectural Award. This Award Competition is sponsored by the Portland Cement Association and gives recognition to excellence in architectural design. The Language Building has smooth finish, sculptured white cement concrete load-bearing precast panels.

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Building Systems The Architect in the 70's

John Hufschmidt of Hufschmidt Engineering Company is convinced that mass housing in the United States will have to be standardized to a great degree if the needs for more efficient and economical methods of building and construction are to be satisfied.

The architect's role in this mechanized volume-production, assembly line revolution is vital and not unlike the role of the industrial designer in the automotive industry, according to Mr. Hufschmidt.

Engineering, mass production, tooling, quality control, transportation, erection and finish touch up, are the forte of people with expertise in these fields, while the architect will utilize his best talents in master planning, design and the areas that are traditionally his forte.

It is this basic concept that has been applied in Europe, starting in earnest in the late 1950's, John Hufschmidt points out and continues: "this concept has brought the mass housing development to the high degree of efficiency and livability that large urban areas of the continent now enjoy." He believes that the architects just as the lawyers and doctors shall have to specialize in their field and become a part of a team which includes people of all skills needed to produce attractive and efficient housing complexes. Comparing the building revolution of the 70's with the automotive revolution, Mr. Hufschmidt describes the architect's role: "Can you ever recall an individual's name who works for any large company, who did the styling? Probably not because they are a part of a team, working with engineering, construction and production, to produce the most pleasing appearance of the product, consistent with the engineering and manufacturing facilities and resulting in an economic final cost."

This is the part today's architect must play in the Systems Building concept of construction. To be more specific, Mr. Hufschmidt continues: "In almost all other areas of the world, team approach to building is a standard method and not a specialty. In Europe, the owner, usually a housing authority, sets forth the basic criteria for a specific project. It includes site location and size, number of living units required, minimum square feet of total unit living area, appliances and so forth. These are given to three or four well qualified producers, who have both the staff and production facilities, financial background and experience to produce the desired end result that the owner is looking for. The authority agrees to pay a minimum, specific amount to each

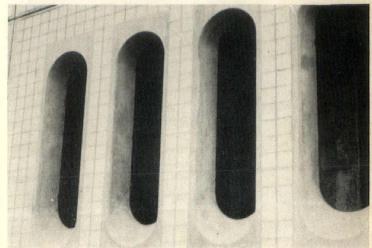
of the bidders who submitted proposals to partially cover their design work. Price is not necessarily the governing factor, but quality and "know how" play an important part in awarding the final, so-called 'turnkey' job.

"This method of building selection takes into account the strong points of the various selected organizations asked to submit proposals, as well as giving them the flexibility of utilizing the design team and production facilities to the greatest effectiveness.

"As one can see, this defers greatly from our accustomed system of design, specifications, bidding and then building. We assume that the quality of the work is controlled by the drawings and specifications. This may or may not be true, depending at least to some degree on the proficiency of the contractor or sub-contractors selected."

Looking at it another way, Mr. Hufschmidt explains: "Does an architect ever specify or inspect the details of an electric motor to the degree of determining for example, the size, winding, baking, testing of the coils that go into rotor and stator of this particular motor? No, he depends on the manufacturer who, when of good reputation, stands behind his motor. So should it be with the selected 'design-build' team for the entire building. This basic thinking only will permit the use of the manufacture repetitive cost cutting concept. The so-called 'Stereo Type' end result can and will be avoided in the appearance of the building."





Metal Building Systems

The Industry's Viewpoint



Shackled by stereotypes, shadowed by malpractices of the past, and harrassed by critics from all sides, today's metal building systems are emerging in spite of their detractors.

Metal buildings have been around for a half-century or more, but they were vaulted into global prominence during World War II, when pre-fab steel shelters were shipped by the thousands by the Navy from Quonset Point, R.I. Those half-round metal huts became a symbol, and although it should have been a proud symbol of an industry that answered an urgent need, it became a reminder of unpleasant times — stark, drab and look-alike.

But the factory-built, field-erected concept which passed the wartime test with flying colors has mushroomed into a \$400 million dollar industry that is growing 50% faster than other sectors of the industrial/commercial construction market. The war-time pumpkin has turned into a veritable parade of carriages. Flat roofs. Domes. Hyperbolic paraboloids. Gullwing roof lines. Multi-level. Big. Small.

Anyone who confuses today's metal building systems with something from the past is undoubtedly not up-to-date with the many shapes, lengths and decorative configurations available.

Flexibility is the by-word with this new breed of building. There is literally no limitation to the ways of using them, as an entity, or in combination with any other material. Once shunned by building planners as a limitation to their creative functions, metal building systems — "open" systems — present great opportunities for creative use.

The "open" nature of the system makes flexibility of design possible. Unlike the "closed" or modular system, which is limited in usage to stacking, metal building systems manufacturers provide pre-engineered, but unassembled components that can be field erected in a variety of ways.

The finished appearance of metal building systems has changed greatly during the years, too. Once limited to galvanized corrugated steel walls, today brick, stone, pre-cast materials, wood, glass and other items grace metal building walls. In addition, metal walls with many sculptured designs and varied hues are standard. They are available as units with factory installed insulations, and finishes guaranteed for up to 30 years.

Metal building systems are used for all types of buildings. One industry leader estimates that four out of five auto dealerships built in the last 10 years have been metal structures. Manufacturing plants of all types, warehouses, truck terminals and commercial buildings of all types have been successful. Ironically, one of the "hottest" uses of metal building systems right now is for factories proucing modular housing units.

Today's metal building dealer has changed, also, keeping pace with the construction system he espouses. He is a knowledgeable, responsible contractor; who represents one of the national manufacturers on a franchised basis.

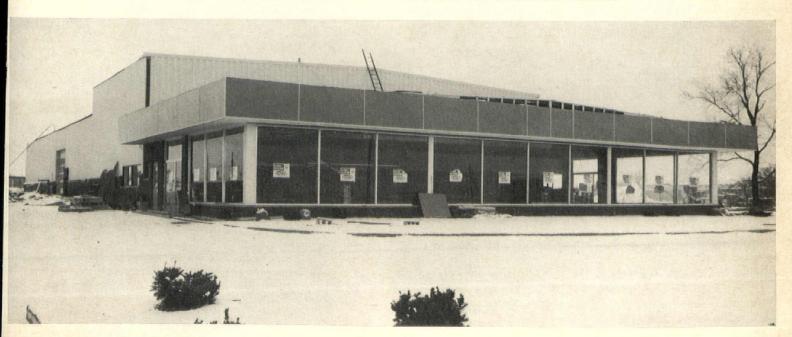
Metal building dealers are willing to work with building planners on the incorporation of metal building systems into overall projects.



In Wisconsin, the state chapter of the Metal Building Dealers Association, although a relatively new organization, already has 20 members, and expects to double that figure within a year. Information on metal building systems, or on contractors specializing in this type of construction is availale from the Wisconsin Chapter, MBDA, Box 813,

Madison, Wisconsin 53701.

One thing is certain: anyone with pre-conceived notions about metal building systems, the industry or the concept, needs to re-orient himself to the modern, progressive nature of the system, and the contemporary, aggressive construction executives who make them available.



MOBILE HOMES

Would you want your daughter to live in one?

Evelyn L. Petshek

With more people to house, and less conventional shelter being built and financed, American ingenuity could be relied upon to fill the breach. It seldom fails, sometimes succeeds, and can always be depended upon to create problems at least as fascinating as those it sets out to solve.

The August 1970 issue of *Planning*, the newsletter of the American Society of Planning Officials, tells us that ASPO's Advisory Service has been receiving a large number of inquiries on mobile homes, the volume almost approaching that of questions on PUD's (Planned Unit Developments) and performance standards a few years ago. During the past few months practically every popular journal, from the *New Republic* to *Businessweek* includes a reference to mobile homes and their adequacy as shelter for thousands of American families. The clear implication is that for better or worse, they are here to stay; we shall see more of them in every part of the country, and that they must be given serious consideration as a remedy for the unmet housing needs of a large segment of our population.

Conspicuous by its absence from the debate has been the voice of the architect. This may reflect the fact that, to date, little that is complimentary can be said about the exterior of mobile homes. Springing up full grown complete with carriage lamps, pillars, colonial hardware and shutters, they now proudly adorn the fields, hedgerows and woodlands of the countryside. Sales brochures, mobile park operators, and the other entrepreneurs producing and marketing the product claim, either implicitly or explicitly, to have had benefit of architectural advice. It is doubtful, though, whether any models yet unveiled have received serious consideration for an AIA award. Leaving aside, for the time being, however, the subject of design, what are some of the other problems raised by the proliferation of the mobile home as shelter?

Necessity rather than choice has undoubtedly influenced the phenomenal growth in the mobile home market. The life of leisure and tranquility depicted in brochures, where a "mature" couple can enjoy the comfort and convenience of a single family home free from the cares and much of the cost of maintenance, has undeniable appeal. City fathers are asked to envision an influx of responsible, clean-living, senior citizens, making no demands on the school system, needing minimal police protection, presenting the sanitation engineers with neatly-wrapped packets of garbage, and paying a monthly fee for site rental to the mobile park operator who keeps the lawns neat and the pets under control. This undoubtedly gave impetus to the industry as well as stimulus to the imagination, and there are probably many mobile home parks which have for several years now reflected this life style, particularly those in the hospitable climates of the western and southwestern United States.

For every gracefully maturing couple attracted to this landscaped, maintenance-free haven, there are many very much younger couples with small children desperately in need of housing and unable to raise the down payment on the most modest conventional home. The economic effects of this kind of mobile home occupancy are significant for the mobile home owner as well as for the community in which he lives. What are some of them?

First, what does a concentration of mobile homes mean the public treasury? A law covering taxation of mobile home which went into effect in Wisconsin on May 1, 1970, does no seem to adequately cover the situation. Mobile homes were previously subject to a monthly fee for services received s that all mobile home owners within a jurisdiction paid th same flat fee regardless of the value of their home. Since May 1, however, local assessors set a value, just as they on other homes, the tax rate for the previous year is applied and divided by twelve to determine a monthly fee. This collected by the mobile home park operator along with his sit rent and other monthly charges. In a township it is assesse as personal property. The new law increases the registration fee (comparable to a vehicle license fee)* and adopts a assessment procedure, such as that used for real estate, bu continues to designate the charge as a "fee" and not a tax Mobile home owners are not, therefore, eligible for propert tax relief from the state sales tax. It is claimed that som jurisdictions have lost revenue as a result of the assessmen rather than the flat fee method of payment for services. Fur thermore, mobile homes are subject to a Bluebook valuation which depreciates rapidly so that the revenue from the assess ment will decrease while the cost of services to support mobile home can reasonably be expected to go up.

Secondly, what does an investment in a mobile home mean to the purchaser?

Impressive arguments have been made for the economic advantages of this investment in shelter. Economies of scale resulting from quantity procurement of components; indus trial wage rates instead of those for the building trades and crafts; highly organized off-site assembly which eliminate on-the-job time loss, and an efficient sequence of operations all add up to a per square foot price incomparably lower than anything available in conventionally built homes. All these advantages could, however, be applied just as well to prefabricated and modular home construction. The latter, classified as residential dwelling units, would be subject to the safeguards such as lot size, adequate parking, storage facilities, etc., provided by local ordinances, and subject to regular real estate taxes.

The mobile home purchaser, though, can buy enough square feet of dwelling space to house his family for considerably less total cash outlay than he would require to buy any other shelter. Unlike the conventional mortgagee, however, equity in his home will not automatically increase as his mortgage is reduced and finally paid off. His investment, in

^{*} On May 5, 1970, the Buildings, Grounds, Harbors Committee of the Milwaukee Common Council recommended that mobile home license fees in the city of Milwaukee be increased so that they correspond more closely to the personal property tax.

erms of actual dollars, will decrease over the years. Mobile nome industry spokesmen consider a growth factor for the ndustry to be that the average life span of a mobile home s about ten years. Furthermore the Bluebook assessment to which mobile homes are subject places their owner at a great lisadvantage in the overall housing market. The convenional home buyer can expect the market value of his home o increase with an inflationary spiral. The price he will pay or another home, should he wish to move, will bear some relationship to the price he got for his old one. The mobile nome owner, on the other hand, has to assume that after his ten-year mortgage is paid off he will have very little, if any, equity in his shelter. This limits his mobility and therefore ccess to job opportunities should he need to seek them further afield. It is estimated that the cost of transportation of mobile home is \$1.00 a mile, and many states, including Wisconsin, prohibit loads greater than 14 feet wide on the highways, thus limiting the width of the home. These are effective contradictions to the concept of mobility! The 1969 Housing Act made it possible, under Title I, for the Federal Housing Authority to insure mobile home loans up to \$10,000 for twelve years, but basically mobile homes have been financed in the same way as automobiles. This eliminated a wife's income for credit risk consideration in a two-income family, and add-on interest is computed for the entire amount of the loan rather than in a way which decreases along with the amount of indebtedness. In addition the mobile home owner may have to make representations to a manufacturer many miles away if he finds faulty workmanship, or materials which do not stand up to the rigors of the climate in which he lives.

Mobile homes are unquestionably the alternative for families with young children who are not able to find apartments which will take them as tenants. In economic terms, too, the comparison is valid. Living space, floor plans, equipment, decor and facilities are comparable. And if the mobile home owner has little to show in equity at the end of his ten-year loan, he is no worse off than the apartment renter. Comparison becomes distorted in financial terms, though, when it is made with the single family home buyer who is building up equity while paying for his home.

Obviously local ordinances and the availability of utilities will confine most mobile home residents to mobile home parks. Within a few years development of the area, plus the already installed essential services could conceivably render a mobile home park an uneconomic use of the land. The mobile home owner could therefore find the land sold from under his home.

When George Romney became Secretary of the U. S. Department of Housing and Urban Development it could have been predicted that an attempt at assembly-line home production would follow. It could also have been predicted that the same roadblocks which inhibited earlier attempts, some going back to the 1930's, to use off-site industrially constructed shelter to help fill the housing needs of a large un-

served market, would still be standing unscathed. If a national program to get housing off the assembly-line is to succeed, amendments to building codes and zoning ordinances at the local level are inevitable unless some form of coercion on the part of the federal government is to be invited. Industrially produced housing alone could lead us into the chaos we now find has been created by the assembly-lines of Detroit spewing forth automobiles onto a road system inadequate to support them when in motion, and parking space insufficient to house them when they come to rest. Of what use is it to perfect assembly-line techniques, to make possible the production of a prodigious number of units of anything, if there is no place to put them when they leave the assembly-line, the finished product will serve only a transitory need, become an economic liability in the long run for those who have little other choice but to buy them, and a public liability in terms of municipal finance and community aesthetics? Some states do now waive building code restrictions to permit industrialized construction systems which they certify, and this presumably enables a measure of control over what is built to be exercised.

The time seems to have come, however, for public recognition of the fact that: (1) past and present construction and financing practices are not adequate to keep pace with current demand for housing, without even considering the accumulated unmet needs; (2) assembly-line techniques and materials development offer a solution which can no longer be ignored; (3) public policy will reflect public demand already evident for this partial solution, and the interests of all of us will be served if this public policy is shaped after benefit of advice from those who are in a position to offer it and to bring some expertise to the public debate.

What, then, does the architect have to contribute to the mobile home controversy? Perhaps more than anyone else the architect has a commitment to foster and maintain the aesthetic integrity of our environment. Admittedly this is made difficult by the conflicts of the market place. These result in utility and economics being added to the form and function formula, particularly when shelter for such a vast segment of the population is being considered. Dreams of tree-lined streets, trafficless malls, interesting sky-lines fashioned from exciting new materials soaring heavenwards, and the triumph of human scale over grandiose mass, will not bring any closer to reality the more prosaic, but all-American dream of decent, sanitary housing for all. Along with time and professional prestige perhaps some suggestions to those who make the decisions in village and city hall, county court house, and state capitol, could be made. They could include, for instance:

- 1) Amending building codes to permit erection of prefabricated housing which would be subject to the usual residential strictures. Why must economies in production be enjoyed only at the expense of other factors, such as those mentioned above that apply to mobile homes?
 - 2) In amending codes and ordinances, let us accept public

responsibility for the aesthetics of our environment, whether it be within the confines of a large industrial city, or beyond. Rural slums can be every bit as ugly and evil as can those in the big city. Let us vest the necessary authority for enforcing standards for adequate landscape architecture such as screening for storage facilities and parking space in those we appoint or elect to represent us. The experience learned from planned unit developments should convince the most skeptical of the need for this kind of control and guidance.

- 3) The architect knows better than anyone else the significance of materials used for construction, the effects of various climatic conditions, the maintenance potential, etc. Specifications designed to ensure the attractiveness of a home during its continued use need to be known to local authorities which are being asked to consider plans for off-site construction of any kind.
- 4) If mobile homes are acquired by a local municipality as temporary relocation shelter, as has been suggested by HUD recently, they should not be installed without adequate landscape architectural safeguards; the terminal date for their use as homes should be a matter of record, as should plans for their destruction at that time so that they do not remain in use and become more substandard shelter when they have passed from the jurisdiction of the purchasing authority.
- 5) Before the zoning necessary to permit location of mobile homes is adopted in any community, a detailed estimate of costs should be prepared. This should show the anticipated cost of municipal services to the site, anticipated revenue from fees and licenses, with projections which cover the depreciating value of the mobile homes as this will be reflected in the community's revenue.

To summarize, then, the rapidly expanding mobile home market is filling a need which has long been acknowledged, but never confronted in a meaningful way. The economic advantages of mobile home construction could be applied with equal success to other forms of off-site production, but these would not necessarily be subject to the shortcomings mentioned above which apply to mobile homes. The disadvantages of mobile homes are reflected in: (1) An area such as Wisconsin does not attract the sun-loving retirees, so that mobile home parks will inevitably house young families needing a great deal of supporting municipal services, and creating all the problems to be found in a dense concentration of low to low-middle income families. (2) Present taxing practices militate against the host community as far as family occupancy is concerned. (3) The acknowledged limited life span of mobile homes, and present financing and depreciation practices, make mobile home ownership uneconomic. The disadvantage is borne by those least able to bear it and with little choice.

The architect, from the vantage point of his profession, can, if he so chooses, bring to the attention of the community the need for thorough and careful examination of the pros and cons before zoning ordinances are amended which will encourage the proliferation of this kind of shelter. He is in a position to add constructive criticsm as well as forward-looking positive suggestions to the debate so that the entire community may benefit from this input of a neighbor who is a citizen-expert and willing to use his expertise as a concerned citizen as well as an architect.

found inspiration through participation. Effectiveness was determined, not by the number of scheduled meetings. Statu in the community was reflected in relationships to people. This, in turn, was dependent upon how well we kept alive the channels of communications. As we grew, and our W.A.L. membership more than tripled, we kept asking the same questions. Who are we? What do we stand for? What do we do? How well do we know people, ourselves and others? We checked and double checked ourselves THEN, and we are still trying to evaluate our place in today's world NOW. We continue to ask, "Where do we go from here?"

In this anniversary year the following program is being presented to support those established interests in which we believe.

The first meeting at the home of the 1970 president, Mrs. E John Knapp, focused on honoring Charter Members and the Presidents from 1960 to 1970.

At the next meeting in the home of Mrs. Allen J. Strang, the A.I.A. film, A Child Went Forth, was presented.

On Sunday afternoon, November 8th, a Tour of The Elvehjem Art Center was followed by a dinner at The Blackhawk Country Club, to which husbands and other guests were invited.

On December 7, 1970, Mrs. Milton H. Miller, an artist and sculptor who conducts Multi-Media Workshops at the Madison Art Center, gave an illustrated lecture on *Art In The Orient*. The hostess was Mrs. Jay A. McLean.

In the month of February, Mr. Horst Lobe, an Architect who came to the University of Wisconsin from Germany twelve years ago, will speak about The Orchids and Onions Awards. Because of his concerns, he joined The Capital Community Citizens organization. He serves as chairman of the Aesthetic Committee, and this year he functions as a member of the Selection Committee for Orchids and Onions. Mrs. Horst Lobe, who is not only a talented artist but also a member of W.A.L., is the hostess for the evening.

Following this meeting there will be a Luncheon in the month of March for business and the election of 1971 W.A.L. officers.

At the home of the Vice President, Mrs. Arthur P. McClure, in the month of April, W.A.L. members will be privileged to hear Mr. Philip H. Lewis Jr. He will speak on A Growth Strategy For The Environmental 70's—A Major Challenge To All Design Professions. Mr. Lewis, who has just returned from Ireland, is Chairman for The Department of Landscape Architecture at The University of Wisconsin. This is the department which was pioneered and established by the late Professor G. William Longenecker. Mr. Lewis is also The Director of the Environmental Awareness Center at the U.W.

On Saturday afternoon, May 15th, the Presidents of other Art, Professional, and Women's Community Service groups in Madison will be invited to a "Tulip Tea" at the home of Mrs. Stanley L. Nerdrum, the second President of W.A.L. in the Western Section of Wisconsin.

The W.A.L. anniversary year is a time for celebration, joy and hope! It is a time for summarizing the experiences of the past, and building on these for a new and courageous future. As we consider the ten year growth of The Women's Architectural League—Western Section in Wisconsin, we know that the *past* can be important only as it affects the *present* and the *future*. We can interpret the *THEN* only in terms of vitality for the *NOW!*



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newsnotes

Human Resources Council Announced

The program of professional responsibility to society launched by the nation's architects in 1968 was given strong impetus with The American Institute of Architects' announcement of a Human Resources Council to raise funds for implementing its socially directed concerns.

Appointed co-chairmen of the council were San Francisco architect Nathaniel Owings, FAIA, founder and partner in the firm of Skidmore, Owings & Merrill, and Robert J. Nash of Washington, D.C., the first black architect to be elected a national vice president of the AIA.

The idea of a body distinct from, but within, the AIA to raise substantial, tax-deductible contributions was conceived when it became apparent that the AIA, as a sole source, could not provide sufficient financial support for the ambitious program it envisioned.

For the last two years, the AIA has been supporting, and seeking outside funding to assist, a network of Community Development Centers offering professional services to citizens in poor neighborhoods. The Institute has also been trying to increase the numbers and the professional skills of minority citizens through a dual approach: helping black colleges of architecture improve their curricula and funding disadvantaged candidates for scholarships for architectural education.

The funds raised by the Human Resources Council are to be applied specifically to Institute projects focused on the problems of the poor, the minorities, and their environment. According to Willaim L. Slayton, AIA executive vice president, the Council's initial objective of \$1 million is expected to be pledged by firms and individual architects. The money will be used to expand existing programs and initiate new ones.

The immediate plan is to enlist an activist corps composed of a member from each of the AIA's 200 chapters across the country. These members will work at the local level to stimulate AIA chapters to become local activists, raising funds and contributing time to undertake locally based programs tailored to meet specific local needs.

"The Human Resources Council's job is to raise the money and stimulate the personal involvement which will be necessary if the architectural profession is to make an important contribution to solving the social and environmental problems of our time," Owings said.

Its financial goal will be to achieve the \$15-million commitment made by the membership at the AIA's 1969 convention in Chicago. The commitment developed from a charge by Whitney M. Young, Jr., at the 1968 convention. The Urban League's executive director told the architects assembled in Port-

land, "You are not a profession that has distinguished itself in the cause of civil rights."

Rising to that challenge, the Institute had named a task force at once to work out programs both for raising and spending the money. Since then, it has obtained a grant of \$500,000 from the Ford Foundation, to be matched by AIA, for the disadvantaged scholarship program. Currently, 22 youths are attending college on these subsidies, more than the first year's quota of a three-year program.

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The task force also was instrumental ast year in obtaining accreditation for hree of the six unaccredited black irchitectural schools (Hampton, Tusagee, and Southern). A VISTA volunteer program is under way with more han 70 young architects working on projects, and, in cooperation with the Urban League, an on-the-job training program is proceeding.

The Community Development Ceners (CDCs) program involves participation by architects in about 50 pities, providing professional services to

citizens who cannot afford to pay for the services needed to improve their physical surroundings. The CDC also plays an advocate role in helping the citizens assume some power in the city's planning processes. In one community, a CDC persuaded the city to revamp its redevelopment plan to save a block of small businesses and dwellings belonging to Chinese merchants.

Money from the Human Resources Council campaign can make possible the development of such new efforts as a high school guidance program to counsel disadvantaged youths on the possibilities of a career in architecture; continuing education for practicing architects on the human and social dimensions of their work; publication of guidelines on effective citizen participation in the planning process.

A priority item on the agenda is initiation of a broad study of constraints on building for the poor, analyzing the bureaucracies, financing, construction and design aspects that together impede the vast construction program needed. Results of the study would be used to help CDCs and individual architects working to improve housing for the poor.

Members of the eight-man Human Resources Council, in addition to Owings and Nash, are:

David Yerkes, FAIA, of Washington, D.C., who was chairman of the original Task Force on Equal Opportunities established in 1968; Taylor Culver, also of Washington; Gene Lindman, an architecture student at the University of Illinois at Chicago; Robert Alexander, FAIA, and McDonald Becket, AIA, both of Los Angeles. and Leo Daly, Jr., AIA, of Omaha.

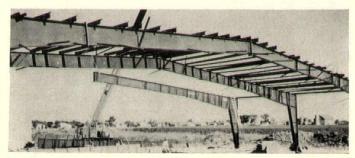
Council co-chairman Nash is also chairman of the Task Force on Professional Responsibility to Society, the outgrowth of the task force first established at Portland.

Architects Map 1971 Programs

Evolving changes in the climate of public opinion and the design professions' response are the two major areas to which American Institute of Architects' programs for next year are addressed. An expanded scope of activities in 1971 to meet new conditions was approved by the AIA Board of Directors, meeting in Washington, D.C., in December.

Outlining the Institute's 1971 objectives, newly installed president Robert F. Hastings, FAIA, of Detroit explained the structuring of programs to concentrate on public policy and professional performance.

"With the public indicating today a greater awareness of both natural and man-made environments, the climate is right for developing better understanding of choices to be made if progressive decay is to be arrested," he said. "It is the design professions' challenge to help society articulate its wants, to



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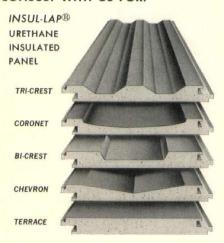
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One of the ways AIA will approach this is by working out a system to arrive at well-considered professional positions on public issues. The long-range concerns of housing, community development, urban growth patterns, and natural resources will get increased study in an attempt to develop inter-disciplinary policies.

These will spell out the legalities, funding, and other requirements for implementation, Hastings emphasized, and will be used to stimulate national debate as a catalyst to basic change.

"To be realistic, we have to put price tags on the ways to change today's ground rules—financing mechanisms, zoning restrictions, speculative land use—so AIA is launching a 'creative economics' project," said the Institute president, "to find ways to make rebuilding of the cities financially sound."

Expanding its efforts to collaborate in decision-making that affects the environment, AIA is increasing its activities to shape national legislation (the Institute has testified on relevant Congressional legislation 35 times in the past year) and adding programs for state and local legislative arenas. Also planned is closer liaison with HUD, HEW, GSA, VA and other major governmental clients for design, with the other design professions, and segments of the construction industry.

A step toward breaking down some of the barriers to better environment is being taken through creation of a Codes and Regulations Center; this will involve architects in promoting changes in restrictive building codes and rules.

AIA will continue the advertising campaign that began two years ago to create a stronger public awareness of the environment, and it will continue to assist the Community Development Center (CDCs) that are providing professional services in about 50 cities to people who cannot afford to pay for them.

The architects' program of professional responsibility to society will be augmented this year by appointment of a Human Resources Council co-chaired by San Francisco architect Nathaniel Owings, FAIA, and Washington, D.C., architect Robert J. Nash, a national vice president of AIA. As a fund raising and implementing body for the program, it is expected to increase the

profession's contribution toward solving today's social and environmental problems.

The profession's response to changes in the public climate will demand changes in the traditional methods of practice, Hastings predicted. "If in the next five to ten years, demands for building are coupled with continuing fiscal inflation so as to place an escalating value on the time factor in building, then professional practice must increasingly be geared to telescope the design, decision, and delivery processes of building," he said.

Therefore, AIA programs will continue to work out improved methods of accelerating design and building schedules, conducting workshops and seminars for practitioners, revising contract documents, and developing computerized systems for specifications, information retrieval, construction scheduling, and the like. Construction management techniques also will be an important part of the professional practice program in the years ahead, Hastings said.

Specifically, for 1971, the Institute has budgeted to develop a continuing education program to prepare architects for new roles in research, housing, project management, construction management, urban and regional planning. (Retiring Institute president Rex Whitaker Allen, FAIA, noted in his final report to the board that an encouraging expansion of services offered by architectural firms had been stimulated by the economic slowdown which has affected the business volume of architects along with other segments of the construction industry.)

During the coming year, the AIA plans to publish a study on construction management, frame a manual on computerized aids to practice, revise contract documents and other publications to reflect the changing role of the architect in offering his client comprehensive services; encourage insurance companies to expand professional liability insurance to cover the broader areas of practice, and develop new business development guidelines addressed to these new roles. Also in the planning is an operational checklist on office procedures, revised cost accounting forms, and a personnel practices document.

The Institute joined the Construction Industry Foundation, offering its support to research efforts now under way to find solutions to problems affecting all components of the construction industry.

The professional organization of 24 000 architects will continue to assis black schools of architecture in improving their curricula to gain accreditation, and it will continue to fundisadvantaged candidates for scholar ships. To encourage the input obright, young minds to the future development of the profession, the Institute also provides funds to the architecture students' organization and in cludes the student president as a non voting member of the national Board of Directors and students as member of the national committees.

The board took particular note of the recent forum of the Association of Student Chapters/AIA, as it heard the new student president, Joseph Siff of Rice University, Houston, present resolutions approved by the 400 delegates Reviewing details of the disturbance during the student day at the Bostor convention last June, at Siff's request the board went on record to emphasize that the person who disrupted the program was not an architecture student and was in no way connected with the student organization.

welcome

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Vernon L. Worrell

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Kramer, Gordon

Degree: Iowa State University, Bachelor of Architecture

Franklin Peter Kushnier Born: August 17, 1939

RESIDES: Sheboygan, Wisconsin Firm: The Stubenrauch Associates,

Architects

Degree: University of Minnesota

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